



# Strategic Plan for Arizona's Project LAUNCH

*Focusing on Child Wellness for  
Arizona's Young Children and Families*

Federal Fiscal Years  
2010 to 2013

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## PROJECT LAUNCH STATE STRATEGIC PLANNING GROUP

Project LAUNCH thanks the following individuals (and those whose names were inadvertently omitted) for their contributions to the development of the strategic plan:

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## OVERVIEW

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Many partners have contributed to this comprehensive State strategic plan that sets out the broad overall goals and objectives of Arizona's Project LAUNCH. The purpose of this strategic plan is to set the future direction of Project LAUNCH as it relates to improving the wellness of children 0-8 years of age and their families statewide through the coordination of services, systems and funding, policy enhancement, and the promotion of evidence-based approaches.

Project LAUNCH builds on and will extend the prior work done in Arizona to foster coordination and collaboration on behalf of young children, notably the work of First Things First (which focuses on children birth to age 5), the Governor's Office, other State agencies, and their community partners. The strategic plan was developed with knowledge of and in alignment with other plans designed to promote healthy child development and stronger families.

### The Plan

This four-year State strategic plan will inform Project LAUNCH's early childhood priorities, inform policy decisions at the State-level related to young child wellness, and serve as a road-map for building linkages between systems of early childhood education and physical, emotional, social and mental health<sup>1</sup> services. The plan was developed with the recognition that there are current investments and early childhood system planning efforts already under way in the State. Therefore, the strategic planning group prioritized those objectives and strategies that were most appropriate for Project LAUNCH to take lead on. Three priority focus areas were identified, which represent a starting point for action.

Project LAUNCH will also address the identification of a State-level advisory council to coordinate services and programs for children 0-8 and their families; update the Early Childhood Comprehensive Systems (ECCS) plan to include social and emotional health; work towards the integration of existing State-level physical health and mental health programs/supports; and dedicate attention to any policy issues raised by the local program portion of the project, referred to as the *Tapestry Project*. Current system planning efforts led by other stakeholders were acknowledged, and Project LAUNCH will express support for these efforts. The project will support efforts that address early childhood system issues; these include home visiting, medical homes, cross-agency fiscal strategies/children's budget, and data sharing.

### Priority Focus Areas

Project LAUNCH will focus on addressing three priority areas that will aid in the development of a comprehensive system of early childhood supports and services for children birth to eight years and their families. Workgroups (see Appendix A for descriptions) will be convened to address the following three priority areas:

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<sup>1</sup> The terms "behavioral health" and "mental health" are often used interchangeably. In this document, "mental health" is used to denote healthy social and emotional development in young children. The term "behavioral health" is used within the context of the behavioral health system; a system of care including an array of services designed to meet the mental health needs of children and families.

**Focus Area #1: Promoting the Wellness of Children Affected by Incarceration**

The Children of Incarcerated Parents Workgroup will convene to better understand the issues affecting children of incarcerated parents, and develop policy recommendations and support practices designed to meet children's needs when a parent or other significant loved one becomes involved in the criminal justice system. The intended outcome is increased positive involvement of incarcerated parents and other significant persons in the lives of their young children.

**Focus Area #2: Developmental Screening**

Building upon current State efforts, the Interagency Developmental Screening Workgroup will develop and implement a plan for expanding access to and coordination of developmental screenings across the State system. An emphasis will be placed on exploring mechanisms for providing information to families about the availability of services following screening.

**Focus Area #3: Coordinated Needs/Assets Assessment and Planning**

The central function of the Needs Assessment Coordinating Workgroup is to collaboratively plan and coordinate needs/assets assessments and planning activities across State agencies, serving children 0-8 years and their families. Targeted outcomes include a central repository for needs/assets data that is widely known and used by agencies, and linked strategies across plans.

In a continuing effort to maximize resources and efficiently utilize agency staff time, these workgroups will be formed to address each of the three priority areas identified above. Workgroups will convene on an ad hoc basis to further articulate each workgroup's respective functions/roles according to the overall objective, and to develop/describe the group's recommended actions that would facilitate improvements in that part of the system. With this in mind, the workgroups will be staffed by Project LAUNCH, which will work with workgroup members to: set meeting dates, develop meeting agendas, draft implementation plans addressing the activities of the workgroup and subsequent recommendations.

## ROLE OF PROJECT LAUNCH STATE ADVISORY COUNCIL

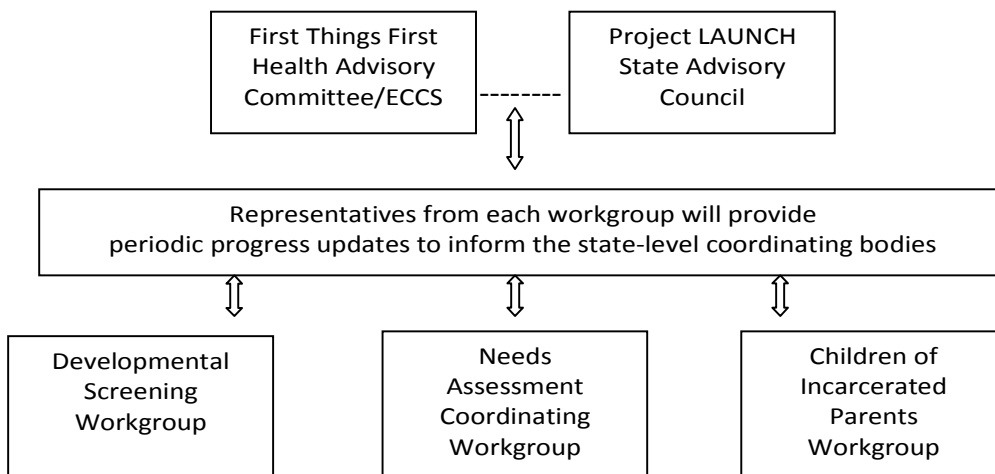
The State Advisory Council is intended to complement and coordinate with existing efforts such as the First Things First (FTF) Health Advisory Committee and the Early Childhood Comprehensive Systems (ECCS) Coordinating Council (these groups are one in the same). A majority of the State Strategic Planning Group was comprised of the same membership that attends the Health Committee/ECCS meetings led by First Things First. Members of the strategic planning group may elect to continue their involvement in Project LAUNCH activities through participation in the Health Committee/ECCS meetings and/or participation in one or more of the designated workgroups.

The State-level Advisory Council's role is to identify: 1) the need for infrastructure and policy development at the State-level; 2) the recommended actions to be taken to enhance the current infrastructure and foster better coordination between State physical and mental health programs, supports and services; 3) opportunities for increasing effectiveness and efficiencies through the use of evidence-based interventions, shared resources, and intentional coordination and streamlining of processes; and 4) action to support sustainability of valuable functions beyond grant funding.

### Health Committee (First Things First)

The First Things First Health Advisory Committee meets monthly. This committee has a chairperson who oversees the monthly meetings and the work of the Committee. The Health Committee also serves as the coordinating council for the Early Childhood Comprehensive Systems (ECCS) grant, and will similarly serve in a service system planning capacity for Project LAUNCH. Project LAUNCH will work in collaboration with the Health Committee and other existing interagency groups toward the goal of policy and infrastructure improvements related to child wellness. Project LAUNCH will participate in the Health Committee meetings and provide quarterly updates that detail the scope of activities, including the progress that each workgroup has made toward addressing the early childhood system goals outlined in the Project LAUNCH State-level strategic plan.

Figure 1. Project LAUNCH Feedback Loop



## STATE-LOCAL COLLABORATION

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Arizona's Project LAUNCH is a joint effort of the Arizona Department of Health Services, the University of Arizona Cooperative Extension, the Governor's Office for Children, Youth and Families, and First Things First. The Project has both local and statewide components. The local project, referred to as the Tapestry Project<sup>2</sup>, is focused on enhancing the wellness of young children, birth to 8 eight, in the South Phoenix zip codes of 85040 and 85041. The Tapestry Project is being implemented via a contract with the University of Arizona Cooperative Extension.

A separate group has been charged with developing a strategic plan for the Tapestry Project. The purpose of the local strategic plan is to describe how Tapestry will implement systems reforms, and services and practices at the local level to support the development of a comprehensive, family-centered public health approach for children birth to eight and their families. The local strategic plan includes: service implementation; workforce development; systems reform and potential policy change efforts; coordination with the State, between providers and with parents; financing and sustainability-focused activities; local level council efforts; implementation of evidence-based programs and practices; evaluation outcomes; and health and care fairs. The Tapestry strategic plan for zip codes 85040 and 85041 is available in a companion report, *Tapestry Arizona's Local Strategic Plan*, which is available upon request. The statewide plan is broader, but is in alignment with and supportive of the local plan.

Representatives from Project LAUNCH, Rosalinda Castañeda and Kevin Durand, participated in the local strategic planning meetings to integrate work at the State-level with work at the local level. Similarly, representatives from the local Tapestry Project, Patty Merk and Deborah Cox, participated in the State strategic planning process to inform the State-level of local level ideas and concerns that emerged from the local strategic planning meetings. A number of items specific to the local level were identified and communicated from the local planning team to the State planning group. One recommendation in particular was adopted into the State strategic plan, and will become a joint effort between the State and local components of Project LAUNCH (see Objective 1.4).

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<sup>2</sup> Tapestry Project is used to denote the local level service delivery component of the project. Project LAUNCH is used to denote the State-level component of the project.

## MISSION, VISION, GUIDING PRINCIPLES

### **Mission of Arizona's Project LAUNCH:**

The mission of Arizona's Project LAUNCH is to foster the wellness of young children, birth to eight years of age, through coordination of systems and funding, policy enhancement, and increased utilization of evidence-based approaches.

### **Our Vision:**

Children will be thriving in safe, supportive environments and entering school ready to learn and able to succeed.

### **Guiding Principles for Promoting Young Child Wellness:**

1. A public health approach – A public health approach addresses the comprehensive health of all children by shaping environments and engaging partners from many sectors who can enhance and support good health in a comprehensive and coordinated way. LAUNCH will focus on prevention and health promotion activities which are key aspects of a public health approach, in addition to efforts to treat problems as soon as they are discovered.
2. A holistic perspective - Child wellness is defined as optimal functioning across *all* domains, including cognitive, social, emotional, physical and mental health. LAUNCH will focus across disciplines and engage many people involved in the lives of young children to create a shared understanding of healthy child development and young child wellness.
3. An ecological framework – Child wellness is predicated upon children living in healthy, stable, safe, and supportive families and communities. LAUNCH will address not only strengths and challenges faced by the individual child, but also those experienced by his/her family, community, and culture.
4. Diversity – LAUNCH is dedicated to promoting wellness for all Arizona children. In order to address wellness in a comprehensive and effective manner, it will be necessary to reach out to all Arizonans, using approaches that are appropriate to and respectful of their culture, and to engage them in achieving LAUNCH's vision of children in safe, supportive environments and entering school ready to learn and able to succeed.<sup>3</sup>

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<sup>3</sup> The Project LAUNCH strategic planning group values cultural and social diversity and cross-cultural understanding. As such, diversity has been incorporated as a guiding principle to promote this value in all Project LAUNCH activities.



***Strategic Plan for Arizona's Project LAUNCH***  
***Federal Fiscal Years 2010-2013***  
**Summary of State-level Strategies**

1. **PARTNER ENGAGEMENT:** To establish a working group of key state agencies and partner organizations, including representation from the ECCS Coordinating Council
2. **STATE-LOCAL COORDINATION:** To coordinate the work of the Project LAUNCH State Advisory Council with the Tapestry Project Local Advisory Council; address state-level policy issues raised by Tapestry Project
3. **COLLABORATIVE PLANNING APPROACH:** Appoint members of the ECCS Coordinating Council to the Project LAUNCH / Advisory Council
4. **PROVISION OF HOLISTIC CARE THROUGH MEDICAL HOMES:** Address through the inclusion of mental health in medical homes and expansion of medical homes
5. **PROMOTE HEALTHY SOCIAL AND EMOTIONAL DEVELOPMENT:** Address through inclusion of mental health in developmental screening and expansion of developmental screenings
6. **ENHANCE MENTAL HEALTH SUPPORT TO HOME-VISITING PROGRAMS:** Address through the inclusion of mental health in home visiting programs and expansion of home visiting
7. **INTEGRATION POLICY:** Address policies that facilitate or create barriers to integration of physical and mental health
8. **COORDINATION OF CARE:** Cross-train physical and mental health providers
9. **INTERAGENCY DEVELOPMENTAL SCREENING WORKGROUP:** Continue to convene agencies engaged in or responsible for developmental screening of children 0-8 and expand representation
10. **IDENTIFY TOOLS, PROCESSES AND PROCEDURES TO SUPPORT APPROPRIATE SCREENING:** Develop and implement a plan for expanding access to and coordination of developmental screenings
11. **SCREENING POLICY:** Address policies that facilitate or create barriers to provision of comprehensive and coordinated developmental screenings
12. **NEEDS ASSESSMENT COORDINATING WORKGROUP:** Create a central repository of needs/asset assessment data
13. **CROSS-AGENCY ALIGNMENT:** Engage in cross-agency planning
14. **CHILDREN OF INCARCERATED PARENTS WORKGROUP:** Create policies and support practices that strengthen families and promote the wellness of children with an incarcerated parent(s) and/or other significant persons involved with the criminal justice system

## Project LAUNCH State Strategic Plan FFY 2010-2013

Goal 1: Build solid State-level infrastructure to implement a comprehensive early childhood system of care for Arizona's children 0-8 and their families.

**Objective 1.1: Create and convene a State-level Advisory Council representing child/family-serving systems to coordinate services and programs for children age 0-8 and their families.**

| STRATEGY   | TARGETED OUTCOMES   | ACTIVITIES  | TIMEFRAME                  | INDICATORS                               |
|--|---|---|----------------------------|--|
| <p>1.1.1 Establish a working group of key State agencies and partner organizations, including representation from the ECCS Coordinating Council</p> <p>1.1.2 Coordinate the work of the Project LAUNCH State Advisory Council with the Tapestry Project Local Advisory Council; address State-level policy issues raised by Tapestry Project.</p>                                  | <p>Project LAUNCH State Advisory Council in place and overseeing implementation of the State-level strategic plan</p> | <p>a) Determine interest from members of the State Strategic Planning Group in assuming this role.</p> <p>b) Confirm members who will be continuing.</p> <p>c) Define scope of the Council's activities and role, and identify additional members needed given the scope of the strategic plan.</p> <p>d) Identify opportunities/barriers to collaboration and coordination among State child-serving programs and agencies.</p> <p>e) Develop sustainability strategies to support State infrastructure developed through Project LAUNCH, and sustain program elements and outcomes beyond grant funding.</p> <p>f) Jointly convene State and local councils on a regular basis to address systems improvement through collaboration and coordination.</p> | <p>9/30/09 and Ongoing</p> | <p>Advisory Council roster completed</p> |
| <p><b>STAKEHOLDERS</b></p> <p><u>Lead:</u></p> <ul style="list-style-type: none"> <li>Project LAUNCH Staff</li> </ul>  |   |   |                            |  |
| <p><b>POLICY IMPLICATIONS</b></p> <ul style="list-style-type: none"> <li>The State Strategic Planning Group is composed of members from the First Things First Health Committee, which also serves as the coordinating council to the ECCS grant. Using the State Strategic Planning Group as the core will promote coordinated policy development and decision making.</li> </ul> |   |   |                            |  |

**WORKFORCE IMPLICATIONS**

- Not applicable.

**OPPORTUNITIES**

- This strategy will provide opportunities for leveraging activities among the key agencies and organizations concerned with early childhood development and health.

**COORDINATION AND COLLABORATION**

- This strategy will coordinate the work of the ECCS grant, Project LAUNCH, and First Things First, as well as key governmental agencies and community organizations with a role in early childhood wellness.
- The Advisory Council will stay apprised of, and support, system building efforts currently underway in the State. There are at present four coordinating groups of interest to Project LAUNCH:
  - Home Visiting - Lead: FTF
  - Medical Homes - Lead: AAP-AZ, AHCCCS, and FTF; and Medical Homes for Children with Special Health Care Needs – Lead: ADHS/OCSHCN
  - Cross-Agency Fiscal Strategies/Children's Budget - Lead: First Things First
  - Data Sharing/Data Warehouse - Lead: Arizona Department of Education

The Council will also support efforts as they are identified related to family access to information.

**SUSTAINABILITY STRATEGIES**

- The group will be sustained by Project LAUNCH for the duration of the grant, and then responsibilities could be assumed by the First Things First Health Committee.

Goal 1: Build solid State-level infrastructure to implement a comprehensive early childhood system of care for Arizona's children 0-8 and their families.

**Objective 1.2: Update Arizona's ECCS plans to include social, emotional, and mental health requirements and a public health approach encompassing family-centered principles.**

| STRATEGY  | TARGETED OUTCOMES  | ACTIVITIES  | TIMEFRAME   | INDICATORS     |
|---|--|---|---|----------------|
| 1.2.1. Appoint members of the ECCS Coordinating Council to the Project LAUNCH State Advisory Council.   | Revised ECCS plan that addresses the social and emotional health of young children and promotes collaboration with the Arizona behavioral health system. | a) Make joint appointments.<br>b) Include social and emotional health in the 2009 ECCS application.<br>c) Work with the ECCS coordinator and the ECCS Coordinating Council to coordinate activities supported by Project LAUNCH and the ECCS grant. | <u>Plan:</u><br>Completed as of March 2009<br><br><u>Coordination of activities:</u><br>Ongoing | Plan completed |
| <b>STAKEHOLDERS<sup>4</sup></b><br><u>Lead:</u> <ul style="list-style-type: none"> <li>FTF staff/ECCS Coordinator</li> </ul> <u>Involved:</u> <ul style="list-style-type: none"> <li>ECCS Coordinating Council</li> <li>Project LAUNCH staff</li> </ul>   |  |   |   |                |
| <b>POLICY IMPLICATIONS</b> <ul style="list-style-type: none"> <li>This strategy provides the basis for coordinated State-level policies, as outlined in the Project LAUNCH and ECCS plans.</li> </ul>   |  |   |   |                |
| <b>WORKFORCE IMPLICATIONS</b> <ul style="list-style-type: none"> <li>Not applicable.</li> </ul>   |  |   |   |                |
| <b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>This strategy provides opportunities for key stakeholders to work together and leverage the limited resources that are available to carry out the Project LAUNCH mission of fostering wellness of young children in a holistic manner.</li> </ul> |  |   |   |                |

<sup>4</sup> See Appendix B for list of acronyms used throughout the strategic plan.

**COORDINATION AND COLLABORATION**

- This strategy fosters coordination between First Things First and Project LAUNCH, and with the individuals and agencies serving on the ECCS coordinating council and the Project LAUNCH State advisory council.

**SUSTAINABILITY STRATEGIES**

- Depends on availability of funding for the ECCS grant.

Goal 1: Build solid State-level infrastructure to implement a comprehensive early childhood system of care for Arizona's children 0-8 and their families.

**Objective 1.3: Integrate existing State-level physical and mental health programs/supports serving children 0-8 and their families.**

| STRATEGY  | TARGETED OUTCOMES  | ACTIVITIES  | TIMEFRAME  | INDICATORS                         |
|---|--|---|--|------------------------------------|
| <p>1.3.1 Address through inclusion of mental health in medical homes and expansion of medical homes.</p> <p>1.3.2 Address through inclusion of mental health in developmental screening and expansion of developmental screenings. (See also Developmental Screening - Objective 1.4)</p> <p>1.3.3 Address through inclusion of mental health in home visiting programs and expansion of home visiting.</p> <p>1.3.4 Address policies that facilitate or create barriers to integration of physical and mental health.</p> <p>1.3.5 Cross-train physical and mental health providers.</p> | <ul style="list-style-type: none"> <li>• Inclusion of mental health in medical homes</li> <li>• Inclusion of mental health in developmental screenings</li> <li>• Inclusion of mental health in home visiting</li> <li>• Appropriate referrals for mental health services</li> <li>• Coordination of mental health services with primary care services</li> <li>• Policies that promote/deter integration of physical and mental health identified; gaps and needed policies identified</li> <li>• Documented efforts to create/change policies</li> </ul> | <p>a) Link with groups, such as ECCS and First Things First, addressing the expansion of medical homes and coordination of home visiting.</p> <p>b) See Developmental Screening – Objective 1.4.</p> <p>c) Explore opportunities for cross-training.</p> <p>d) Research policies.</p> <p>e) Council to discuss policy and potential changes and impact.</p> | <p><u>Policy Research:</u><br/>Year 2 through 9/30/10</p> <p><u>Analysis &amp; Recommendations:</u><br/>Year 3 and Ongoing</p> | <p>Policies created or changed</p> |

|  |  |
|--|--|
| <b>STAKEHOLDERS</b> <ul style="list-style-type: none"> <li>▪ Project LAUNCH staff</li> <li>▪ AAP-AZ</li> <li>▪ ADHS</li> <li>▪ AHCCCS</li> <li>▪ Arizona Head Start State Collaboration Office</li> <li>▪ Arizona Head Start Association</li> <li>▪ AzEIP</li> <li>▪ DES/DDD</li> <li>▪ FTF</li> <li>▪ Home Visiting Programs [various (TBD)]</li> <li>▪ LEAs</li> </ul> |  |
| <b>POLICY IMPLICATIONS</b> <ul style="list-style-type: none"> <li>• Statutory and funding requirements will need to be explored and addressed to promote integration.</li> </ul>   |  |
| <b>WORKFORCE IMPLICATIONS</b> <ul style="list-style-type: none"> <li>• There will be a need for cross-training of physical and mental health providers.</li> </ul>   |  |
| <b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>• This objective can be addressed simultaneously with other Project LAUNCH objectives and linkages.</li> </ul>   |  |
| <b>COORDINATION AND COLLABORATION</b> <ul style="list-style-type: none"> <li>• This objective will require coordination between the behavioral health and primary care systems, including oral health, and associated providers.</li> </ul>  |  |
| <b>SUSTAINABILITY STRATEGIES</b> <ul style="list-style-type: none"> <li>• To be determined based on outcomes of policy analysis and recommendations.</li> </ul>  |  |

Goal 1: Build solid State-level infrastructure to implement a comprehensive early childhood system of care for Arizona's children 0-8 and their families.

**Objective 1.4: Expand access to and coordination of developmental screenings.**

| STRATEGY  | TARGETED OUTCOMES   | ACTIVITIES   | TIMEFRAME                                     | INDICATORS  |
|---|---|--|---|---|
| <p>1.4.1 Continue to convene agencies engaged in or responsible for developmental screening of children 0-8 and expand representation.</p> <p>1.4.2 Develop and implement a plan for expanding access to and coordination of developmental screenings.</p> <p>1.4.3 Address policies that facilitate or create barriers to provision of comprehensive and coordinated developmental screenings.</p> | <ul style="list-style-type: none"> <li>Established criteria for screening tools; menu of tools that meet criteria</li> <li>Cadre of trained screeners</li> <li>Information available on who does screening, areas served, what the screening includes, ages screened, tools used, funding source(s), and training of screeners</li> <li>Availability of comprehensive screenings (mental and physical health, including vision and hearing)</li> <li>Families know where and how to access needed services following screening</li> <li>Decreased duplication of effort</li> <li>Increased number of children screened</li> </ul> | <p>a) Expand the developmental screening group to include additional partners.</p> <p>b) Identify which agencies are providing developmental screenings, where, to whom, what tools they are using, how their screeners are trained, and how services are financed.</p> <p>c) Explore opportunities for coordinating developmental screening across State agencies.</p> <p>d) Explore mechanisms for providing information to families about the availability of services following screening, such as a systems navigation guide.</p> <p>e) Research policies.</p> <p>f) Develop a State implementation plan, which includes a flowchart that details the processes (screening, referral, evaluation, and therapy).</p> | <p>Develop implementation plan by 9/30/10</p> | <p>Number of children receiving developmental screenings</p> <p>Number of children linked to needed services</p> <p>Effectiveness of screening tools in detecting developmental delays.</p> |



|  |  |  |  |  |
|--|--|--|--|--|
|  | <ul style="list-style-type: none"><li>• Increased number of children linked to needed services</li><li>• Policies that promote/ deter comprehensive and coordinated developmental screening identified; gaps and needed policies identified</li><li>• Documented efforts to create/change policies</li></ul> |  |  |  |
| <b>STAKEHOLDERS</b><br><u>Lead:</u> Project LAUNCH staff and Work-group (members TBD)<br><br><u>Involved:</u> <ul style="list-style-type: none"><li>▪ ADHS; BWCH and DBHS</li><li>▪ AHCCCS</li><li>▪ AzEIP/ICC (0-3)</li><li>▪ ASDB</li><li>▪ DES/DDD</li><li>▪ Ear Foundation</li><li>▪ FTF</li><li>▪ Head Start</li><li>▪ Home visiting programs such as: Healthy Families, Healthy Start, Nurse/Family Partnerships, NICP</li><li>▪ LEAs</li><li>▪ Medical Associations</li><li>▪ SEAP (3-21)</li><li>▪ Vision Quest 20/20</li></ul>  |  |  |  |  |
| <b>POLICY IMPLICATIONS</b> <ul style="list-style-type: none"><li>• Some agencies are required to use particular tools (e.g., AHCCCS can only use the Parents’ Evaluation of Developmental Status [PEDS] tool) or are limited in the population or content areas that they can screen. There may be a continuum of screening services that could be identified.</li><li>• There are differences in definitions and eligibility requirements from agency to agency. These are not always under the direct control of the agency. This has an impact on both the screening process and the process of linking children and families with needed services following screening.</li><li>• Additional funding might be required.</li></ul> |  |  |  |  |
| <b>WORKFORCE IMPLICATIONS</b> <ul style="list-style-type: none"><li>• There is a need both for more experienced screeners and service providers throughout the State.</li></ul>  |  |  |  |  |

**OPPORTUNITIES**

- The local component of Project LAUNCH (Tapestry Project) might be able to pilot a comprehensive developmental screening process, resources permitting.
- There may be opportunities to communicate the importance of developmental screening to parents and providers by working with and through FTF, ADE, and other key stakeholders.
- There may be some federal funding available to support this developmental strategy.
- FTF has developed standards of practice for home visiting; these can serve as a foundation for moving forward.

**COORDINATION AND COLLABORATION**

- The identification of which agencies are providing developmental screenings, where, to whom, what tools they are using, and how their screeners are trained will require the cooperation of all agencies engaged in developmental screenings.
- Agreement on criteria for developmental screening tools, the content of a comprehensive screening, and recommendations for training requirements for screeners will require the cooperation of all agencies engaged in developmental screenings and their funders.
- Producing a systems navigation guide for families and facilitating its use will require the combined efforts of all partner agencies, including those who provide developmental screenings and services and those who come into contact with the families of young children.

**SUSTAINABILITY STRATEGIES**

- If policy issues can be addressed and partner agencies can reach agreement on issues identified above, significant progress can be made toward the targeted outcomes.
- There may be some resources available from existing agencies (working collaboratively), from schools, and from FTF (including Regional Councils) to support this strategy in the longer term. One such resource could be the e-learning module available through the ADHS/OCSHCN.

Goal 1: Build solid State-level infrastructure to implement a comprehensive early childhood system of care for Arizona's children 0-8 and their families.

**Objective 1.5: Coordinate needs/assets assessment and planning processes across agencies serving children 0-8 and their families.**

| STRATEGY   | TARGETED OUTCOMES   | ACTIVITIES  | TIMEFRAME                 | INDICATORS  |
|--|---|---|---------------------------|---|
| <p>1.5.1 Create a central repository of needs/asset assessment data.</p> <p>1.5.2 Engage in cross-agency planning.</p> | <ul style="list-style-type: none"> <li>Central repository for needs/asset data that is widely known and used (may be links to other sources)</li> <li>Linked strategies in plans</li> </ul> | <p>a) Obtain high-level agreement to develop a central repository for needs/asset data.</p> <p>b) Convene stakeholders to reach agreement on scope of the data to be shared, identify issues (e.g., confidentiality, data format), and prepare a plan.</p> <p>c) Explore existing data sources and candidates for serving as the repository.</p> <p>d) Pilot the process with a group of key stakeholders (State agencies).</p> <p>e) Identify required planning processes and invite partner agency participation.</p> | Plan developed by 5/31/10 | <p>Number of agencies participating in the data repository</p> <p>Number of plans developed with multi-agency participation</p> |

**STAKEHOLDERS**

Lead: Project LAUNCH Staff and work-group (members TBD)

Involved:

- |          |                     |
|----------|---------------------|
| ▪ ADE    | ▪ Governor's Office |
| ▪ ADHS   | ▪ Head Start        |
| ▪ AHCCCS | ▪ Tribes            |
| ▪ DES    | ▪ ITCA              |
| ▪ FTF    | ▪ IHS               |

**POLICY IMPLICATIONS**

- There are likely to be policy issues that must be addressed in order for agencies to share data. This may be identified by examining what other States have done.

**WORKFORCE IMPLICATIONS**

- Data, IT, and epidemiology experts will be needed to assist in the planning and piloting.

**OPPORTUNITIES**

- There are many data sources available (e.g. Arizona Health Survey and for a nominal fee data is available from the Arizona Health Query)
- There may be some federal funding available to assist with this effort (e.g., Head Start).
- There may be an opportunity to leverage the work that ADE will be doing related to creation of a data warehouse.
- There may be an opportunity to engage with the Tribes on this effort.

**COORDINATION AND COLLABORATION**

- This project will require high-level policy support, as well as technical support, from partner agencies.

**SUSTAINABILITY STRATEGIES**

- To be determined once the scope of the project is clearer.

Goal 1: Build solid State-level infrastructure to implement a comprehensive early childhood system of care for Arizona's children 0-8 and their families.

**Objective 1.6: Develop and implement strategies for engaging incarcerated parents or other significant persons who impact the wellness of young children and strengthening the families of which they are a part.**

| STRATEGY   | TARGETED OUTCOMES   | ACTIVITIES  | TIMEFRAME   | INDICATORS       |
|--|---|---|---|------------------|
| 1.6.1 Create policies and support practices that strengthen families and promote the wellness of children 0-8 with an incarcerated parent(s) and/or other significant persons involved with the criminal justice system. | Increased positive involvement of incarcerated parents and other significant persons in the lives of their young children | <ul style="list-style-type: none"> <li>a) Explore best practices.</li> <li>b) Identify policies that impact child wellness and family engagement, including those related to women who give birth while incarcerated.</li> <li>c) Explore opportunities to work with and through home visitors to the homes of children of incarcerated parents.</li> <li>d) Explore opportunities to build parenting and early childhood development education into existing programs within the prisons, including GED and literacy programs.</li> <li>e) Explore parenting education for caregivers.</li> <li>f) Develop a plan that strengthens family engagement.</li> <li>g) Work with the Governor's Office on projects including training for providers regarding children of incarcerated parents, identification of Arizona children with an incarcerated parent(s), and prisoner re-entry.</li> <li>h) Coordinate with Tapestry Project on policy issues related to incarcerated parents.</li> </ul> | Policies and promising approaches identified by 2/28/10 | To be determined |
| <b>STAKEHOLDERS</b><br><u>Lead:</u><br>Project LAUNCH and workgroup (members TBD)  |   |   |   |                  |

Involved:

- |          |                     |
|----------|---------------------|
| ▪ ADHS   | ▪ FTF               |
| ▪ AHCCCS | ▪ Governor's Office |
| ▪ ADC    | ▪ Tribes            |
| ▪ DES    | ▪ Courts            |

**POLICY IMPLICATIONS**

- Some policies of the Department of Corrections and service funders may be a deterrent to family engagement. These need further exploration.

**WORKFORCE IMPLICATIONS**

- Specialized training will be needed for home visitors and others who engage with children of incarcerated parents, their parents, and other family members.

**OPPORTUNITIES**

- The Department of Corrections is a member of the Project LAUNCH Advisory Council and members have served on the State Strategic Planning Group.
- The local Tapestry Project is assigning priority to families with an incarcerated member.

**COORDINATION AND COLLABORATION**

- As noted above, there are opportunities for leveraging the work of the local project and working with the Department of Corrections. In addition, the DES Legacy Project offers additional opportunities for collaboration.

**SUSTAINABILITY STRATEGIES**

- To be determined

## Acknowledgments

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Overall responsibility for planning and obtaining the content of *Arizona's Project LAUNCH State Strategic Plan* report rested with the Arizona Department of Health Services, Bureau of Women's and Children's Health. Any inquiries regarding the content of this report should be directed to Project LAUNCH, Arizona Department of Health Services, Bureau of Women's and Children's Health at (602)364-1400.

## Appendix A – Workgroup Descriptions

### Workgroups

**Children of Incarcerated Parents Workgroup:** This workgroup will convene to better understand the issues affecting children of incarcerated parents, and develop policy recommendations and support practices designed to meet children's needs when a parent or other significant loved one becomes involved in the criminal justice system. The workgroup will explore best practices, programs and policies that impact child wellness and family engagement, including those related to women who give birth while incarcerated. The workgroup will initially focus on developing, or building upon an existing plan, that strengthens family engagement and better supports positive involvement of incarcerated parents and other significant persons, in the lives of their young children. Fundamentally, the efforts of this workgroup will strive to better understand the issues and develop recommendations that strengthen families and promote the health and well-being of young children affected by incarceration. The initial meeting for this workgroup is tentatively planned for **September 2009**.

The workgroup will:

- Establish expectations and roles;
- Provide leadership for the process;
- Maintain communication channels with the FTF Health/ECCS Committee and Governor's Office for Children, Youth and Families;
- Explore best practices;
- Identify policies that impact child wellness and family engagement;
- Identify significant and feasible priorities and tasks;
- Work with GOCYF on projects including training for providers regarding children of incarcerated parents, identification of Arizona children with an incarcerated parent(s), and prisoner re-entry;
- Identify needed policy changes and coordinate with the Tapestry Project on policy issues related to children of incarcerated parents; and
- Develop recommendations and action plan to address policies and practices that impact children affected by incarceration.

**Interagency Developmental Screening Workgroup:** A variety of developmental screening tools are used by various State and local agencies in Arizona. Anecdotal information suggests that screening and assessment efforts may be duplicated by various providers as a child/family accesses more than one service or system resulting in duplication of screenings and potential lack of follow-through with evaluation and service implementation. Building upon current State efforts, the Interagency Developmental Screening Workgroup will develop and implement a plan for expanding access to and coordination of developmental screenings across the State system. An emphasis will be placed on exploring mechanisms for providing information to families about the availability of services following screening. The initial meeting for this workgroup is tentatively planned for **October 2009**.

The workgroup will:

- Establish expectations and roles;
- Provide leadership for the process;
- Maintain communication channels with the FTF Health/ECCS Committee;
- Develop inventory of developmental screening tools utilized in the State;



- Explore opportunities for coordinating developmental screenings across State agencies;
- Identify significant and feasible priorities and tasks;
- Identify needed policy changes; and
- Develop recommendations and implementation plan.

**Needs Assessment Coordinating Workgroup:** The central function of this workgroup is to collaboratively plan and coordinate needs/assets assessments and planning activities across State agencies, serving children 0-8 years and their families. The need exists to engage and connect State agencies and other key stakeholder agencies that are charged with and/or engaged in efforts that promote the wellness of children from birth to age 8. Specifically, the State Strategic Planning group noted a need to improve the coordination of early childhood program planning activities in order to reduce duplication of efforts, reduce administrative and planning costs, and enhance cooperation on planning-related tasks (e.g. needs assessments, comprehensive plans, strategy development). Targeted outcomes include a central repository for needs/assets data that is widely known and used by agencies, and linked strategies in plans. The initial meeting for this workgroup is tentatively planned for **November 2009**.

The workgroup will:

- Establish expectations and roles;
- Provide leadership for the process;
- Maintain communication with the FTF Health/ECCS Committee;
- Obtain high-level agreement to develop a central repository for needs/asset data;
- Convene stakeholders to reach agreement on scope of the data to be shared, identify issues (e.g., confidentiality, data format);
- Prepare a plan to facilitate the collection, and exchange of, existing state-wide needs assessment data;
- Explore existing data sources and candidates for serving as a repository;
- Pilot the process with a group of key (State agency) stakeholders;
- Identify required planning processes and invite partner agency participation; and
- Engage in cross-agency planning.

## Appendix B – GLOSSARY OF ACRONYMS

| Acronym | Definition   |
|---------|--|
| AAP-AZ  | American Academy of Pediatrics – Arizona Chapter   |
| ADE     | Arizona Department of Education                    |
| ADHS    | Arizona Department of Health Services              |
| AHCCCS  | Arizona Health Care Cost Containment System        |
| ASDB    | Arizona State Schools for the Deaf and the Blind   |
| AzEIP   | Arizona Early Intervention Program                 |
| DDD     | Division of Developmental Disabilities             |
| BWCH    | Bureau of Women's and Children's Health            |
| DBHS    | Division of Behavioral Health Services             |
| ADC     | Arizona Department of Corrections                  |
| DES     | Department of Economic Security                    |
| ECCS    | Early Childhood Comprehensive Systems              |
| FTF     | First Things First                                 |
| ICC     | Interagency Coordinating Council                   |
| IHS     | Indian Health Service                              |
| ITCA    | Inter Tribal Council of Arizona                    |
| LEA     | Local Educational Agencies                         |
| NICP    | Newborn Intensive Care Program                     |
| OCSHCN  | Office for Children with Special Health Care Needs |
| SEAP    | Special Education Advisory Panel                   |

**Appendix C – GOALS AND OBJECTIVES**

| <b>Goals and Objectives (<i>Proposed</i>)</b>   | <b>Goals and Objectives (<i>Updated</i>)</b>   |
|---|--|
| <b>Goal 1:</b> Build solid State-level infrastructure to implement a comprehensive early childhood system of care for Arizona's children age 0-8 and their families.  | <b>Goal 1:</b> Same  |
| <b>Objective 1.1:</b> By September 30, 2013, The Tapestry Project will have created a State-level Advisory Council representing child/family-serving systems to coordinate services and programs for children age 0-8 and their families.   | <p><b>Objective 1.1:</b> By September 30, 2013, <b>Project LAUNCH*</b> will have created <b>and convened</b> a State-level Advisory Council representing child/family-serving systems to coordinate services and programs for children age 0-8 and their families.</p> <p><i>*Project LAUNCH is used to denote the State-level component of the project. Tapestry Project is used to denote the local level service delivery component of the project.</i></p> |
| <b>Objective 1.2:</b> By September 30, 2013, The Tapestry Project will have updated Arizona's ECCS plans to include social, emotional and mental health requirements and a public health approach encompassing family-centered principles.  | <p><b>Objective 1.2:</b> (Same) "Project LAUNCH" substituted for "The Tapestry Project"</p> <p>By September 30, 2013, <b>Project LAUNCH</b> will have updated Arizona's ECCS plans to include social, emotional and mental health requirements and a public health approach encompassing family-centered principles.</p>   |
| <b>Objective 1.3:</b> By September 30, 2013, The Tapestry Project will have integrated existing State-level physical and mental health programs/supports serving children 0-8 and families.   | <b>Objective 1.3:</b> Same   |
| <b>Objective 1.4:</b> By September 30, 2013, The Tapestry Project will have developed and provided 500 hours of training/technical assistance for providers at State and local levels in implementing Project LAUNCH programs and services. | <p><b>Objective 1.4: DELETED</b></p> <p>This joint objective (between State and local councils) has been deleted. Training has been embedded as a strategy throughout both the State and local plans.</p>  |

|   |  |
|---|--|
| <b>NEW OBJECTIVE</b>  | <b>NEW Objective 1.4:</b> Expand access to and coordination of developmental screenings.   |
| <b>Objective 1.5:</b> By September 30, 2013, The Tapestry Project will have developed cross-agency strategies to promote sustainability of the State infrastructure developed through the Project LAUNCH initiative, reduce program redundancy, and support the incorporation of evidence-based programs (EBP) and practices. | <b>Objective 1.5: Deleted.</b> Project LAUNCH will support early childhood system planning efforts already under way in the State. A number of cross-agency strategies (children's budget/cross-agency fiscal strategies, eligibility requirements, and data system/sharing) are currently being addressed by First Things First, ECCS, and the Head Start State Collaboration Office. Subsequently, Objective 1.5 was revised to reflect specificity of action and more appropriately mirror LAUNCH's targeted efforts. The <i>new</i> Objective 1.4 and 1.5 were developed to support opportunities for improving coordination of systems. |
| <b>NEW OBJECTIVE</b>  | <b>NEW Objective 1.5:</b> By September 30, 2013, Project LAUNCH will have coordinated needs/assets assessments and planning processes across agencies serving children 0-8 and their families.   |
| <b>NEW OBJECTIVE</b>  | <b>NEW Objective 1.6:</b> By September 30, 2013, Project LAUNCH will have developed and implemented strategies for engaging incarcerated parents, or other significant persons who impact the wellness of young children, and strengthen the families of which they are a part.  |

## Appendix D – STATE LOGIC MODEL

| INPUTS   | GRANT ACTIVITIES   | OUTPUTS   | SHORT-TERM OUTCOMES   | INTERMEDIATE OUTCOMES   | LONG-TERM OUTCOMES  |
|--|--|---|---|---|---|
| <b>STATE AND LOCAL PARTNERS</b><br>American Academy of Pediatrics, AZ Chapter<br>AZ Dept of Corrections<br>AZ Dept of Economic Security<br>AZ Dept of Education<br>AZ Dept of Health Services<br>AZ Early Intervention Program and Interagency Coordinating Council<br>AZ Governor's Office<br>AZ Head Start Collaboration Office<br>AZ Health Care Cost Containment System<br>AZ School for the Deaf and Blind<br>Community organizations providing health, mental health, social services, and advocacy for young children and their families<br>ECCS Coordinating Council<br>First Things First and Health Committee<br>Head Start Association<br>Indian Health Service<br>Inter Tribal Council of AZ<br>Project Tapestry<br>Tribes<br><br><b>FINANCIAL RESOURCES</b><br>Project LAUNCH funding<br>State agency funding for selected projects<br><br><b>STAFF RESOURCES</b><br>Project LAUNCH staff<br><br><b>TECHNICAL ASSISTANCE</b><br>Project LAUNCH TA | Create and convene State-level Advisory Council; coordinate with Project LAUNCH and address State-level policy issues raised; support and learn from local-level programmatic efforts<br><br>Integrate social, emotional, and mental health, a public health approach, and family-centered principles in ECCS plan<br><br>Integrate social, emotional, and mental health into medical homes, developmental screenings, and home visiting<br><br>Address policies that impact integration of physical and mental health<br><br>Cross-train physical and mental health providers in early childhood issues<br><br>Establish plan for expanding access to and coordination of developmental screenings<br><br>Provide informational resources that promote comprehensive and coordinated screenings<br><br>Address policies that impact developmental screenings<br><br>Create a central repository for needs/asset assessments<br><br>Engage in cross-agency planning when agency plans affect young child wellness<br><br>Address policies and practices that impact wellness of children who have a parent or other significant person who is incarcerated<br><br>Explore and pursue opportunities to integrate early childhood education into programs for incarcerated parents and other persons significant to young children | State-level Advisory Council in place and overseeing implementation of the strategic plan<br><br>Revised ECCS plan<br><br>Inclusion of mental health in protocols and practices<br><br>Existing policies evaluated; need for new policies identified; policy changes proposed<br><br>Cadre of cross-trained providers<br><br>Plan developed and adopted<br><br>Criteria for and menu of tools developed; information on existing screenings collected and disseminated<br><br>Existing policies evaluated; need for new policies identified; policy changes proposed<br><br>Information available on web-site; availability made known to potential users<br><br>Linked strategies in various State plans<br><br>Existing policies evaluated; need for new policies identified; policy changes proposed<br><br>Early childhood education integrated in existing programs for incarcerated parents | Inclusion of mental health in medical homes, developmental screenings, and home visiting, and other programs<br><br>Improved policies to promote integration of physical and mental health<br><br>Improved referrals for mental health services<br><br>More coordinated and comprehensive developmental screenings<br><br>Improved policies to promote comprehensive and coordinated screenings<br><br>Less duplication of effort related to needs/asset assessment<br><br>More coordinated planning for young child wellness<br><br>Improved policies and practices that impact the wellness of young children who have a parent or other significant person who is incarcerated | Improved integration of physical and mental health services for young children<br><br>Comprehensive and coordinated developmental screenings for a greater number of children, followed by linkage to needed services<br><br>Comprehensive and coordinated planning for young child wellness by all partner agencies<br><br>Increased positive involvement of incarcerated parents and others significant to young children in the wellness of their young children | Reduced risk and improved protective factors<br><br>Improved physical, social, emotional, and mental health of young children, birth to age 8<br><br>Improved school readiness<br><br>Coordinated, sustainable early childhood system |

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